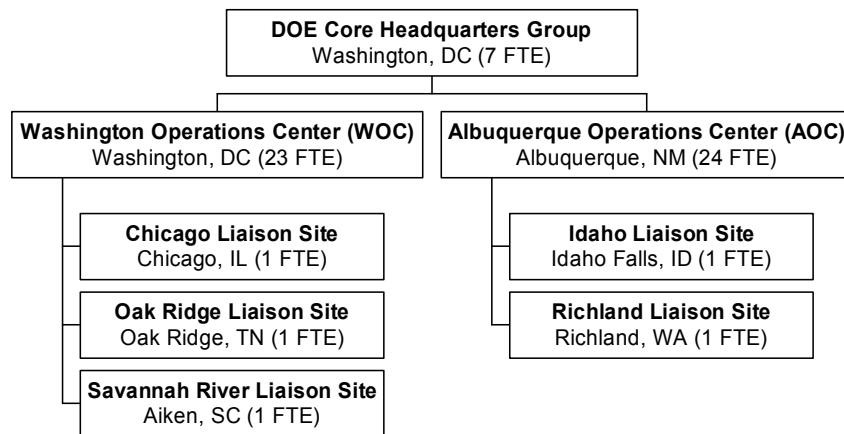


Frequently Asked Questions (FAQ) on the Implementation of the Department of Energy (DOE) Enterprise Training Services (ETS) Most Efficient Organization (MEO)

STAFFING AND ORGANIZATION

1. **What is the timeframe for the existence of the Enterprise Training Services (ETS) MEO and what happens after the timeframe ends?** Answer: The MEO is awarded for one-year, with four one-year options (for a total of five years). Currently, A-76 rules provide DOE flexibility in whether to re-compete ETS/MEO functions described in the Performance Work Statement (PWS).
2. **How is ETS (the MEO) structured?** Answer: The ETS MEO includes the DOE Headquarters Core Group (Washington, DC), two Operations Centers (Washington, DC and Albuquerque, New Mexico), and five Liaison sites (Chicago, Illinois; Idaho Falls, Idaho; Oak Ridge, Tennessee; Richland, Washington; and Aiken, South Carolina). The MEO will consist of 59 FTE. *See the diagram below.*



3. **Who will be in charge of MEO staff?** Answer: The ETS/MEO Program Director will maintain ultimate authority. The Program Director will provide direct management and leadership over the actions and work of the ETS/MEO organizations employees, including the Operations Centers and Core Group.
4. **What is the role of the DOE Headquarters Core Group located in Washington, DC? What positions will be contained in the Core Group?** Answer: The Core Group will provide overall program management, policy interpretation, communications, reporting, and decision-making for training support services. Core Group staff will include the Corporate Training Officer, Corporate Training Specialists (2), Quality Control Management Point of Contact (POC), Technical Qualification Program (TQP) Manager, and an Administrative Assistant.
5. **What is the role of the two Operations Centers?** Answer: The two Operations Centers, located in Washington, DC and Albuquerque, NM, will provide the primary functions of training support services such as course registration, customer service, needs development assessment, training program management, training plan support, IDP support, training delivery support, career development program management, and TQP program support.

6. **Who will be in charge of the Operations Centers?** Answer: Each of the Operations Centers will be managed by a Deputy Program Manager. However, the Deputy Program Managers of the Operations Centers will be assisted by Human Resources Specialists Team Leads.
7. **What is the role of the Deputy Program Managers?** Answer: The Deputy Program Managers will be in charge of the day-to-day operations of the WOC and AOC. Each will be responsible for personnel oversight and actions, broad work assignments, and overall management of the Operations Centers. The Deputy Program Managers will also serve as POC for external organizations whose customers rely upon the support services of the ETS/MEO. Finally, the Deputy Program Managers will be the designated alternates to the Program Manager.
8. **Why are there two Operations Centers?** Answer: Due to the geographic location of customers, the number of customers served, and the requirement in the solicitation to provide services between the hours of 8:00 a.m. and 8:00 p.m. Eastern Standard Time, two locations were needed to avoid overtime or abnormal work shifts.
9. **How will the Liaison positions function in the MEO?** Answer: There are five field locations that will have liaisons who will serve as POC for training issues, and provide assistance and expertise for larger training support activities such as needs assessments. The liaisons are part of ETS and report directly to the Operations Centers.
10. **Who will the Human Resources Specialists (Liaison) report to?** Answer: The Human Resources Specialists (Liaison) report directly to the appropriate Deputy Program Manager at the Operation Centers.
11. **If more DOE staff is needed (i.e., additional Human Resources Specialists) to cover unexpected heavy workload periods, how is the MEO equipped to respond?** Answer: The ETS MEO provides staff to meet the workload demands contained in the PWS and its appendices. Additional MEO resources may be deployed during periods of heavy workload. If additional resources are required for work not identified in the PWS a formal request for a change to the MEO will have to be submitted and approved by the Contracting Officer.
12. **Will the MEO be capable of supporting the workload associated with ETS? How will new workload be handled? Will new workload fall on another organization?** Answer: The ETS/MEO staffing plan is designed to meet all task requirements included in the PWS. If workload changes or has changed, then the MEO staffing must be revisited in a formal and systematic process. The documented findings and justifications for changes to MEO staffing must be presented to the Contracting Officer for approval.
13. **Will the MEO utilize existing DOE information management tools?** Answer: The ETS MEO is required to use existing DOE information management tools such as CHRIS. An analysis is currently being conducted to determine if existing functionality meets the ETS MEO requirements.
14. **Will the stand-up of the MEO involve directed reassignments as did the stand-up of the Service Center?** Answer: There are positions at HQ and Albuquerque that will be filled

through direct reassignments. The ETS MEO will have more vacancies than anticipated. It is important to note that the ETS MEO is subject to all OPM and DOE Personnel policies.

15. **Will any existing staff be directed to report to new locations?** Answer: The cost proposal did not anticipate or include relocation expenses. We envision no relocation of staff. Staff may apply for positions, regardless of location, within the MEO.
16. **As Positions Descriptions (PDs) are being written, are existing PDs of current personnel being taken into account?** Answer: PD's were submitted as part of the agency tender and they were based on specific tasks included in the PWS.

THE RESIDUAL ORGANIZATION

17. **How will the Inherently Governmental aspects of work be handled in the MEO?** Answer: Inherently Governmental functions will be performed by the Residual Organization.
18. **What is the Residual Organization (RO)?** Answer: The RO is the remaining work activities of the DOE training community that are not contained in the PWS. The RO will perform Inherently Governmental functions and functions not covered by the PWS, and hence not performed by ETS MEO. Inherently Governmental functions include, but are not limited to, work committing the Government to a certain course of action, policy determinations, or work obligating the expenditure of funds. The RO in HQ will provide ETS MEO oversight functions.
19. **What is the relationship of the RO to the MEO?** Answer: The ETS MEO will report to and receive oversight from the Office of HCM Innovation and Solutions (ME-52) which includes responsibility for the QASP (Quality Assurance Surveillance Plan), COR/LOO (Letter of Obligation), and budget and financial management requirements.
20. **Where will the RO be located within DOE?** Answer: There are two RO locations: one in HQ and the other in Albuquerque.
21. **Does the RO in HQ play a different role than other ROs?** Answer: Yes. It will lead the oversight of the ETS MEO by providing input on the accomplishment of the performance measures identified in the PWS. HQ will fill the role as Quality Assurance monitors.
22. **How will the MEO interact with the RO?** Answer: The ETS MEO will interact with the RO in five key areas. 1) Training Budget –ETS MEO Staff will interact with RO staff responsible for monitoring the expenditures of the training elements. 2) Procurement - Policy requirements mandate that the ability to commit Government resources remain an Inherently Governmental activity. ETS MEO staff will have interaction with the RO concerning procurement related matters. ETS MEO will supply market analyses, recommendations, and other relevant information as required in the PWS. 3) Policy – The RO will retain control over the determination of training policy. ETS MEO staff, particularly key personnel in the Core Group, will interact with senior staff in the RO on policy issues. 4) Subject Matter and Technology Experts – ETS MEO will maintain interaction with CHRIS-related staff. The ETS MEO is obligated to communicate with CHRIS technical experts in regard to ETS MEO activities. Additionally, the ETS MEO will interact with the RO and subject matter experts for career and occupational programs. 5) Career Development Programs – ETS MEO will interact with RO staff for issues, updates, and modifications to the Career Development Programs. These

interactions will be required to understand changing RO and COR priorities, finances, and enrollment trends.

23. **What will be the size and scope of the RO presence in New Mexico?** Answer: The RO presence in Albuquerque is under the purview of existing NNSA Training Leadership. The determination of specific positions and their roles are yet to be determined.
24. **Will there be jobs in the RO for which we can compete? Will the RO/MEO be NNSA or DOE employees?** Answer: The positions in the ETS MEO are DOE. The positions in the RO will be DOE at HQ and NNSA at Albuquerque. Vacant positions in the RO and the MEO will be competed.
25. **What is the difference in grade structure between the RO and the MEO?** Answer: The appropriate grade structures in both the RO and MEO will be determined by management.

HUMAN RESOURCES AND TRAINING

26. **What will be the interview and hiring process for MEO positions?** Answer: ETS MEO will comply with all Federal hiring regulations for all interviewing and hiring. Senior ETS MEO staff will work closely with human resource professionals responsible for Government hiring.
27. **Will MEO employees receive any training?** Answer: All employees will be trained on the new organization and how it functions, including changes in operating procedures, new steps in the process, and interactions with customers. This training will take place during the Phase-In Period and continue throughout the life of ETS MEO.
28. **We keep hearing from management that affected employees will have a job. Should there be a RIF NNSA-wide, what assurance do affected employees really have, especially when most department are at ceiling levels? Will there be exceptions/waivers?** Answer: A RIF is not envisioned.

COMPENSATION AND PROMOTION

29. **We understand there will be no impact on employee benefits (retirement, life/health, etc.) for federal employees who will fall under the MEO structure. Is this correct?** Answer: ETS MEO employees are Federal staff. ETS MEO staff will continue to take full advantage of employee work/life benefits and flexibilities currently available to DOE employees.
30. **My understanding is that you cannot have on-the-job growth once you win the contract, so was promotion potential taken into consideration at the time the study was done?** Answer: Promotion potential was taken into consideration at the time of the study, and ETS MEO will actively and consciously encourage advancement. The ETS MEO incorporated certain positions that contain career ladders. Because of the range of grades and types of positions at the Operations Centers and at the Core Group, opportunity exists for advancement for individuals within the ETS MEO.

PHASE-IN PERIOD

31. **What is the Phase-In Period?** Answer: The Phase-In Period, as required by the solicitation, is a 120 calendar day period that occurs prior to the start of the first full performance period. The

Phase-In Period began October 1, 2005 and has been extended to July 1, 2006 because of unanticipated delays.

32. **What is a Phase-In Plan?** Answer: The objective of the Phase-In Plan is to outline and direct a smooth and seamless transition between the current organization and the ETS MEO. It is the period where the current federal and contractor staff at DOE transition work to ETS and frequently work side-by-side and in close collaboration to “phase the MEO” into full performance. Full performance is when the ETS MEO take full responsibility and accountability for the tasks in the PWS. The Phase-In Plan is designed to ensure that ETS MEO maintains continuity of operations during the Phase-In Period and positions itself to meet or exceed all performance standards and workload demands in the first full performance period.
33. **What will occur during the 120 calendar day ETS Phase-In?** Answer: The Phase-In will include planning and major communication efforts to customers and the RO, establishing an infrastructure to perform the work, taking all steps to hire and train a qualified workforce, and implementing any necessary support to perform the requirements in the PWS. It will also include systems testing, inventories, the beginning of the development of new procedures, and the development of the initial Quality Control Plan.
34. **Who will be on the Phase-In Team and what will they do?** Answer: The ETS MEO will solicit support from Training Managers, Training Coordinators and/or other knowledgeable DOE staff to be part of and or support this group. The Phase-In Team will provide guidance to the Program Manager and help initiate and manage the many changes during the Phase-In Period. This team is central to maintaining a continuity of operations.
35. **Will Current DOE staff continue to provide training support services during the Phase-In Period?** Answer: Yes. During the Phase-In Period, DOE staff at each of the current locations will continue to render services. During the phase-in, as ETS MEO staff is hired, they will be trained and then begin to perform training support services in multiple locations in accordance to the transition plan.

PHYSICAL LOCATIONS OF STAFF

36. **Will the MEO be located at the ETC (Energy Training Complex)? Will we all be located at the same site or will some of us be at the ETC and some in a different location? Is the ETC still going to be used as a training facility?** Answer: The AOC will be the ETS MEO presence in Albuquerque and will be located at the ETC.
37. **Will the office space still be utilized at the ETC, or will the Training and Development Department move to another location?** Answer: Office space will be utilized at the ETC by both the ETS MEO and the Albuquerque RO.

OTHER CONCERNS

38. **Can employees get a copy of the PWS and Agency Tender?** Answer: Yes, employees can get a copy of the PWS and Agency Tender. Additionally, the PWS and Agency Tender will be made available via the web. The site will be announced once determined.
39. **Will all of the training registration functions be federalized (according to the chart that was provided, there were no contractor positions listed)? If everything is federalized, what role will the support contractors have?** Answer: The training registration functions

described in the PWS will be performed by the ETS MEO which are Federal staff. The role of existing contracts will have to be determined on an individual basis. Contractors that are currently performing training functions can apply for positions that are advertised within the MEO as well as any Federal employee.

40. **What will the role of contractor staff be? Assuming some federal training responsibilities (e.g. procure courses, but not authorize payment)?** Answer: Contractor's staff roles have not been determined at this early stage.
41. **What information system(s) will be used in ETS to (a) support completion and document results of Departmental Element and Corporate needs analysis, (b) authorize and document Individual Development Plans, (c) request, authorize, and register employees for training instances, (d) collect individual and organizational objective(s) to establish a baseline for determination of training sufficiency, and (e) evaluate course and program (system) sufficiency? Due to the variety of systems in use across the complex, ETS mandatory systems must be identified early so that effective transition can be initiated.** Answer: CHRIS is the information system specified in the PWS to support ETS MEO activities. A detailed analysis of the functional capabilities associated with using CHRIS in meeting the PWS needs will be undertaken by the ETS MEO.

CAREER DEVELOPMENT PROGRAMS (CDPs)

42. **How many positions are dedicated to the TQP? It appears that there is only one PM position and this support has traditionally required more than 4 FTEs to meet the DNFSB driven requirement.** Answer: Three positions are dedicated to TQP throughout ETS/MEO. They include a position in the Core Group, a position in the WOC, and a position in the AOC. The TQP program is envisioned in the PWS and in the MEO as a shared responsibility between ETS/MEO staff and RO staff.
43. **How will Project Manager Career Development Program be coordinated and administered under the ETS structure? With the change in OECM's reporting hierarchy, does this change how ETS and OECM interface? Will the ETS be managing the curriculum development/procurement, candidate reviews, policy maintenance, site coordination, course logistics, etc? Ditto for Contract Management and Financial Assistance certifications.** Answer: ETS will play a role with Career Development Programs. Further details have to be determined.
44. **With Career Development Programs in general, it anticipated that sites with employees pursuing these certifications will have personnel assigned (from their FTE base) to administer these certifications or will there be support provided by the Operations Centers and/or Site Liaisons? Idaho anticipates that the Technical Qualification Program administration will be clearly covered under the ETS, but if this isn't the case, the same questions apply.** Answer: The Human Resources Specialists at the AOC and WOC and the Human Resources Specialists (Liaison) will interact with staff located at various organization locations for issues, updates, and modifications to all of the Career Development Programs. The Specialists and Liaisons will work with the RO in various offices to ensure program continuity and success. The portions of the TQP covered under ETS MEO have to be further evaluated.

CONSEQUENCES OF FAILURE

45. **What is the alternative plan if the MEO does not prove effective?** Answer: If the ETS MEO does not prove to be an effective and efficient way of executing the training support services business a change must be requested through the CO.

46. **With the new ETS MEO, how would it affect the Training Officers in each organization already inputting training requests into CHRIS, if at all?** Answer: Entering training requests is considered one of the many tasks that ETS has the responsibility to perform. This activity was included in the PWS, and will now be performed by the new ETS MEO. Once the MEO is implemented, Training Officers will not be responsible for inputting training requests.

47. **With the new ETS MEO, what role will each Training Officer of their organization have in the future?** Answer: The Training Officer can continue to have a major role in their organization. This will be a management decision by the organization. Many training tasks were not identified in the PWS, and are not a part of the ETS MEO. Policy, determining the long term training goals for the organization, the management of training budgets, and many more tasks will remain with the Training Officer.

48. **What is the timeline for the ETS to pick-up services and what services will be initially picked-up?** Answer: The transition of work from the current organization to the new ETS MEO will begin within the first 30 days of the Phase-in Period and will continue as needed until successfully transitioned.

Decisions regarding the order in which services will be transitioned into the new organization will be based on the skill sets of personnel hired. Regardless of when services are transitioned into the ETS MEO, the Phase-in Team will be focused on maintaining continuity of operations.

49. **Who will be interviewing and staffing candidates for positions in the Albuquerque Operations Center?** Answer: The interview process has already begun. Senior MEO representatives have been and will continue to work with Human Resources personnel to interview candidates. Additionally, Senior MEO personnel will be responsible for staffing positions in the AOC, as well as positions in the other MEO locations.

50. **Under the DOE Training Order Manual, the Training Officer is responsible for authorizing training. Has a decision been made about which organization will authorize training requests?** Answer: In accordance with DOE Order 360.1.B, Federal Training, the Training Official or second line supervisor is responsible for authorizing training.

51. **What are the plans to fill the Washington Operations Center positions?** Answer: The WOC will be filled with a combination of staff from the current organization, as well as new hires. The MEO will comply with all Federal regulations regarding the interview and hiring process to fill the positions in Washington, DC.